

**EXECUTIVE ORDERS, PROCLAMATIONS OF  
GENERAL APPLICABILITY, AND STATEMENTS  
ISSUED BY THE GOVERNOR  
PURSUANT TO A.R.S. § 41-1013(B)(3)**

The Administrative Procedure Act (APA) requires the full-text publication of all Executive Orders and Proclamations of General Applicability issued by the Governor. In addition, the *Register* shall include each statement filed by the Governor in granting a commutation, pardon or reprieve, or stay or suspension of execution where a sentence of death is imposed.

**EXECUTIVE ORDER 96-8  
(Supercedes 92-32)**

**OFFICE FOR EXCELLENCE IN GOVERNMENT**

WHEREAS, state government should seek to continually improve the quality of services it provides to the citizens and continually improve the timeliness and responsiveness of its service delivery; and

WHEREAS, state government should seek to continually improve the quality of its management of the citizen's resources; and

WHEREAS, state government should continually work to create an atmosphere where its citizens have the highest degree of confidence in the efficiency of state programs and integrity of those public servants charged with managing the public's resources; and

*Arizona Administrative Register*  
**Governor's Executive Orders/Proclamations**

WHEREAS, state government's most important asset is its dedicated employees who should be viewed as partners in the pursuit of excellence; and

WHEREAS, a high degree of cooperation and coordination between state agencies is critical to the successful implementation of mutual productivity and efficiency programs; and

WHEREAS, service demands, especially in human resource agencies, continue to grow at a rate in excess of the state's economy and revenue structure; and

WHEREAS, the increasing costs of providing services should not be borne exclusively by the citizens of Arizona in the form of higher taxes; and

WHEREAS, the "Office for Excellence in Government" was established by Executive Order 92-32 on October 22, 1992;

NOW, THEREFORE, I, Fife Symington, Governor of the State of Arizona, by virtue of the authority vested in me by the Constitution and the laws of this state, hereby order and direct the Office for Excellence in Government within the Office of Management and Budget pursuant to Executive Order 95-17, be responsible for and have authority to:

- A. Create, manage, and coordinate the OEG Institute for Excellence in Government. The OEG Institute's functions will include, but are not limited to:
  1. Training state agency personnel in basic management tools and skill of strategic planning and performance measurement; budgeting; management and organizational analysis; and program evaluation.
  2. Training state agency directors and other executive staff members leadership and management skills. This includes the development and management of a leadership development program for state managers and supervisors consisting of both technical supervisory skills and management skills (Arizona Leadership Academy).
  3. Developing a cadre of strategic quality management trainers representing major agencies who in return provide strategic quality management training within their agency and throughout all of state government thereby maximizing scarce training resources.
  4. Developing and offering curriculum intended to integrate quality principles and methods in all government services.
- B. Manage and coordinate management consulting services that continually improve organizational effectiveness, administrative systems, operational methods, and productivity which result in higher quality services. Such services should be found within a climate that supports mutual cooperation and collaboration between the Office and state agencies
- C. Develop and coordinate an enterprise-wide competitive government program that assists state agencies engaged in privatization efforts to deliver cost-effective and quality services.
- D. Manage and coordinate the Governor's "A Spirit of Excellence" award program to recognize teams and organizations that inspire others and have made contributions resulting in improved customer service, increased productivity, and/or decreased costs in state government.

- E. Encourage partnerships with volunteers, loaned executives, and other sources of expertise.
- F. In conjunction with the Governor's Office of Strategic Planning and Budgeting assist agencies in incorporating efficiency and productivity recommendations into their budget requests.
- G. At the direction of the Governor provide personnel and other services to promote the orderly and efficient establishment of newly created state agencies, offices, boards, commissions, programs, and systems.

The intent of this Executive Order is not to add new resources to carry out the functions of the Office for Excellence in Government, but rather to act as a means of consolidating functions through the use of existing resources.

The Office for Excellence in Government shall:

1. Have the responsibility and authority to implement other directives contained in this Executive Order in a timely manner.
2. Develop and submit to the Governor budget and personnel requirements.
3. Provide personnel, services, and other resources as necessary to assist the Governor in performing his duties, under the Arizona Constitution, Article V, § 4, and A.R.S. § 41-101, to supervise the conduct of all executive and ministerial officers, to see that the duties of those officers are performed and to protect the interest of the people and the state by taking care that the laws are faithfully executed.

Other state agencies shall assist and support the Office for Excellence in Government as necessary.

IN WITNESS WHEREOF, I have hereunto set my hand and caused to be affixed the Great Seal of the State of Arizona.

FIFE SYMINGTON  
Governor

DONE at the Capitol in Phoenix this twenty-seventh day of June in the year of Our Lord One Thousand Nine Hundred and Ninety-six and of the Independence of the United States of America the Two Hundred and Twentieth.

ATTEST:

JANE DEE HULL  
Secretary of State